Developing Your Leadership Competencies
Your Key to the Future

"People are not your most important resource, the right people are."

Jim Collins, Good to Gre

Objectives

- Understand the Executive Core Qualifications (ECQs).
- Understand the leadership competencies.
- Know how to assess and develop your leadership competencies.
- Develop an Individual Development Plan.
- Know how to prepare for or conduct a competency-based interview.

What are competencies?

- A set of behaviors encompassing skills, knowledge, abilities and personal attributes that, taken together, are critical to successful work accomplishment.
- Leadership competencies are those skills, knowledges, abilities and personal traits that make a successful leader.

What are ECQ's?

- Five critical executive qualifications that were identified by OPM as critical to organizational success.
- Composed of 27 leadership competencies.
- Criteria used to make selections for SES (or equivalent) positions.

Executive Core Qualifications

- Leading Change
- Leading People
- Results Driven
- Business Acumen
- Building Coalitions/Communication

Leading Change

- Ability to develop and implement an organizational vision which integrates key national and program goals, priorities, values, and other factors.
- Ability to balance change and continuity to
  - Improve customer service and program performance.
  - Create a work environment that encourages creative thinking.
  - Maintain focus, intensity, and persistence, even under adversity.

Leading Change

- Continual Learning
- Creativity and Innovation
- External Awareness
- Flexibility
- Resilience
- Service Motivation
- Strategic Thinking
- Vision

Leading People

- Ability to design and implement strategies which
  - Maximize employee potential.
  - Foster high ethical standards in meeting the organization’s vision, mission, and goals.

Leading People

- Conflict Management
- Leveraging Diversity
- Integrity/Honesty
- Team Building

Results Driven

- Ability to stress accountability and continuous improvement.
- Ability to make timely and effective decisions
- Ability to produce results through strategic planning and the implementation and evaluation of programs and policies.

Results Driven

- Accountability
- Customer Service
- Decisiveness
- Entrepreneurship
- Problem Solving
- Technical Credibility

Business Acumen

- Ability to acquire and administer human, financial, material, and information resources in a manner which instills public trust and accomplishes the organization’s mission.
- Ability to use new technology to enhance decision making.

Business Acumen

- Financial Management
- Human Resources Management
- Technology Management

Building Coalitions/ Communication

- Ability to explain, advocate and express facts and ideas in a convincing manner.
- Ability to negotiate with individuals and groups internally and externally.
- Ability to develop an expansive professional network with other organizations.
- Ability to identify the internal and external politics that impact the work of the organization.

Building Coalitions/Communication

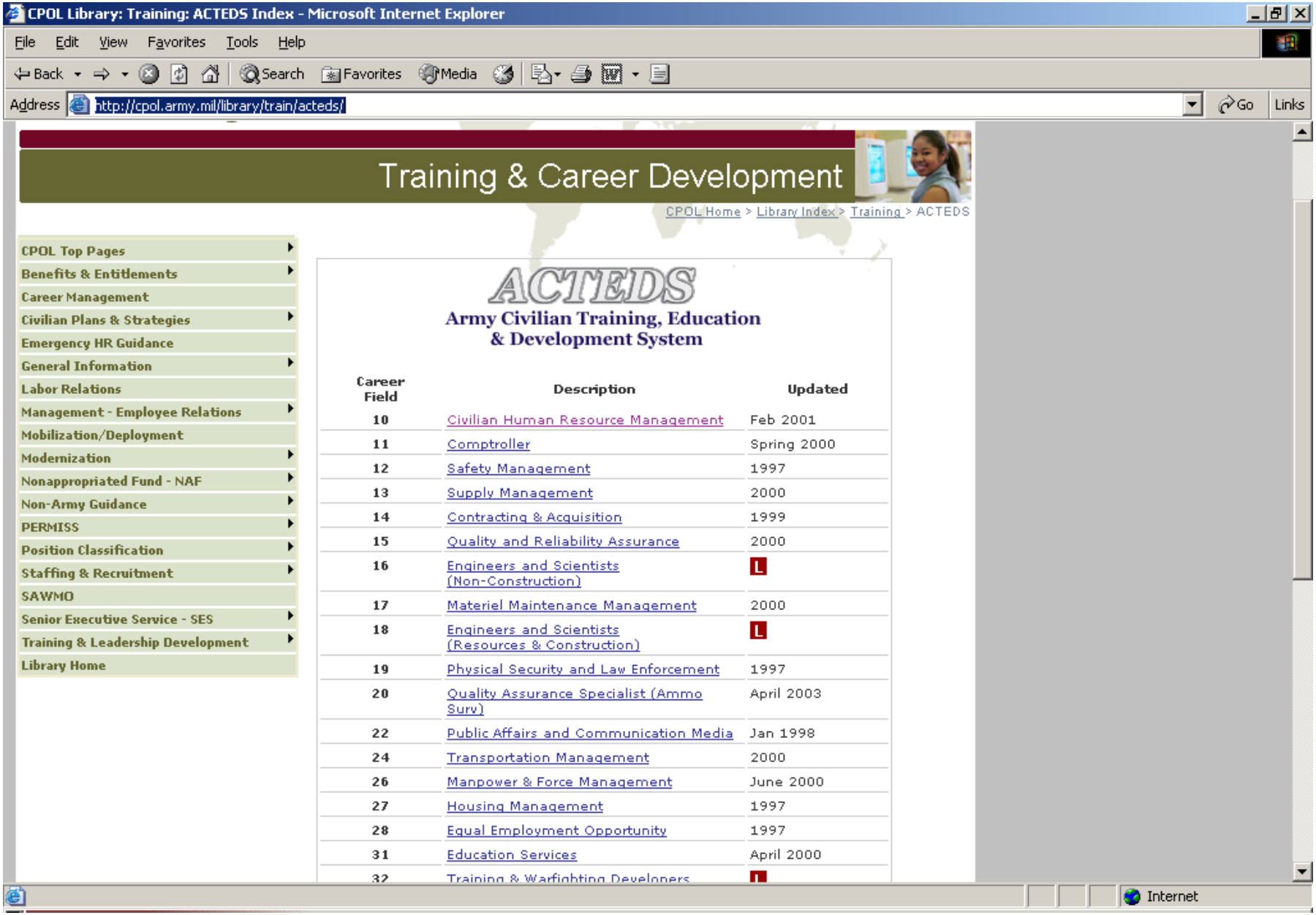
- Influencing/Negotiating
- Interpersonal Skills
- Oral Communication
- Partnering
- Political Savvy
- Written Communication

Assessing your leadership competencies

- Be honest and candid with yourself.
- Ask for feedback from your supervisor, peers, and employees.
- Be open to hear constructive feedback from others.
- View feedback as a gift.

Developing your leadership competencies

- Consider both training and self-development activities.
- Be creative.
- Look for/create opportunities.
- Utilize your ACTEDS Career Plan
  http://cpol.army.mil/library/train/acteds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Army Civilian Training, Education & Development System
Career Field
Description
Updated
10 Civilian Human Resource Management Feb 2001
11 Comptroller Spring 2000
12 Safety Management 1997
13 Supply Management 2000
14 Contracting & Acquisition 1999
15 Quality and Reliability Assurance 2000
16 Engineers and Scientists (Non-Construction) L
17 Materiel Maintenance Management 2000
18 Engineers and Scientists (Resources & Construction) L
19 Physical Security and Law Enforcement 1997
20 Quality Assurance Specialist (Ammo Surv) April 2003
22 Public Affairs and Communication Media Jan 1998
24 Transportation Management 2000
26 Manpower & Force Management June 2000
27 Housing Management 1997
28 Equal Employment Opportunity 1997
31 Education Services April 2000
32 Training & Warfighting Developers L
Internet

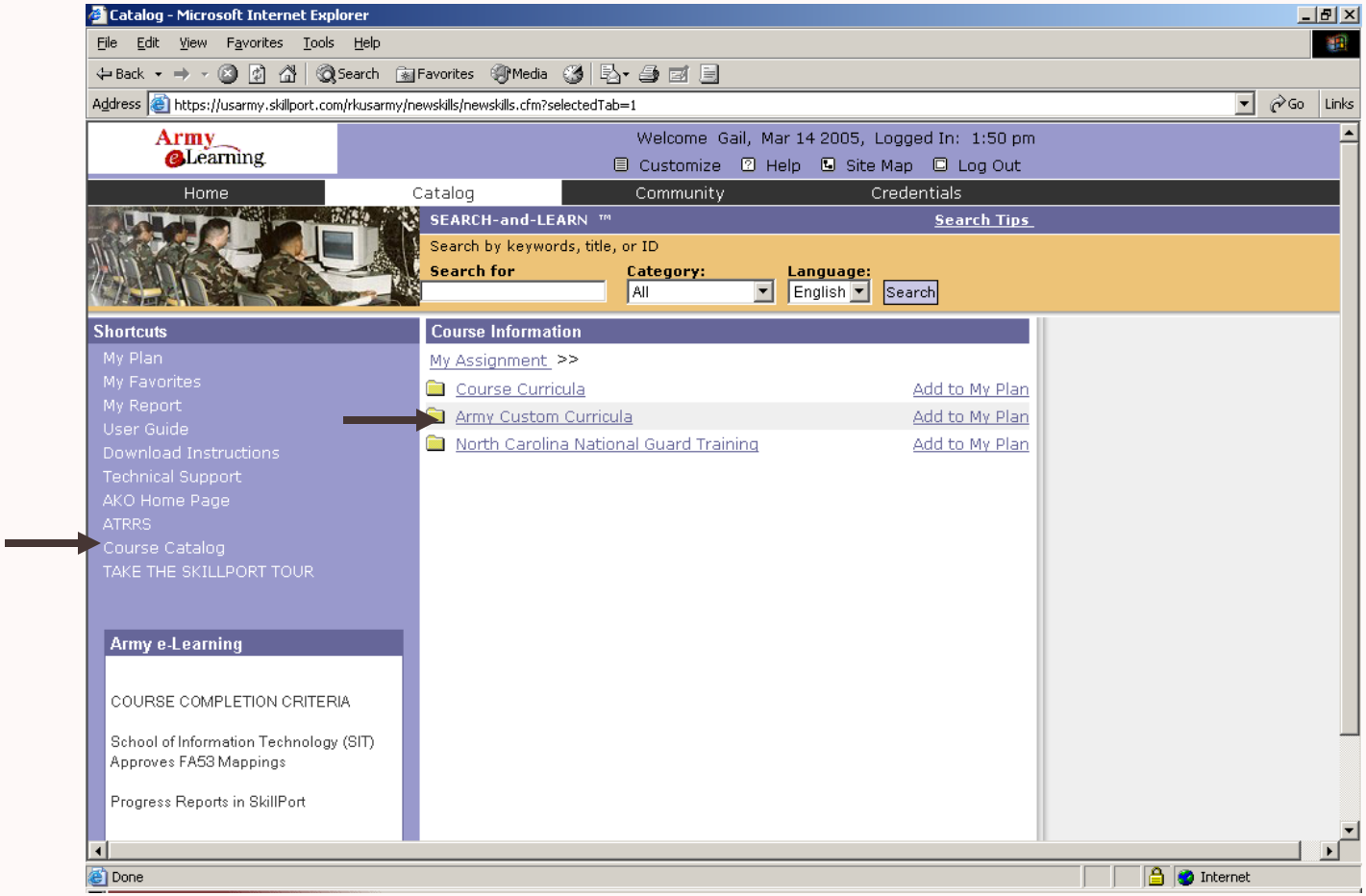
Training opportunities

- Long-term/short-term classroom training
- Online training
- Distance Learning
- Correspondence courses

Self-development activities

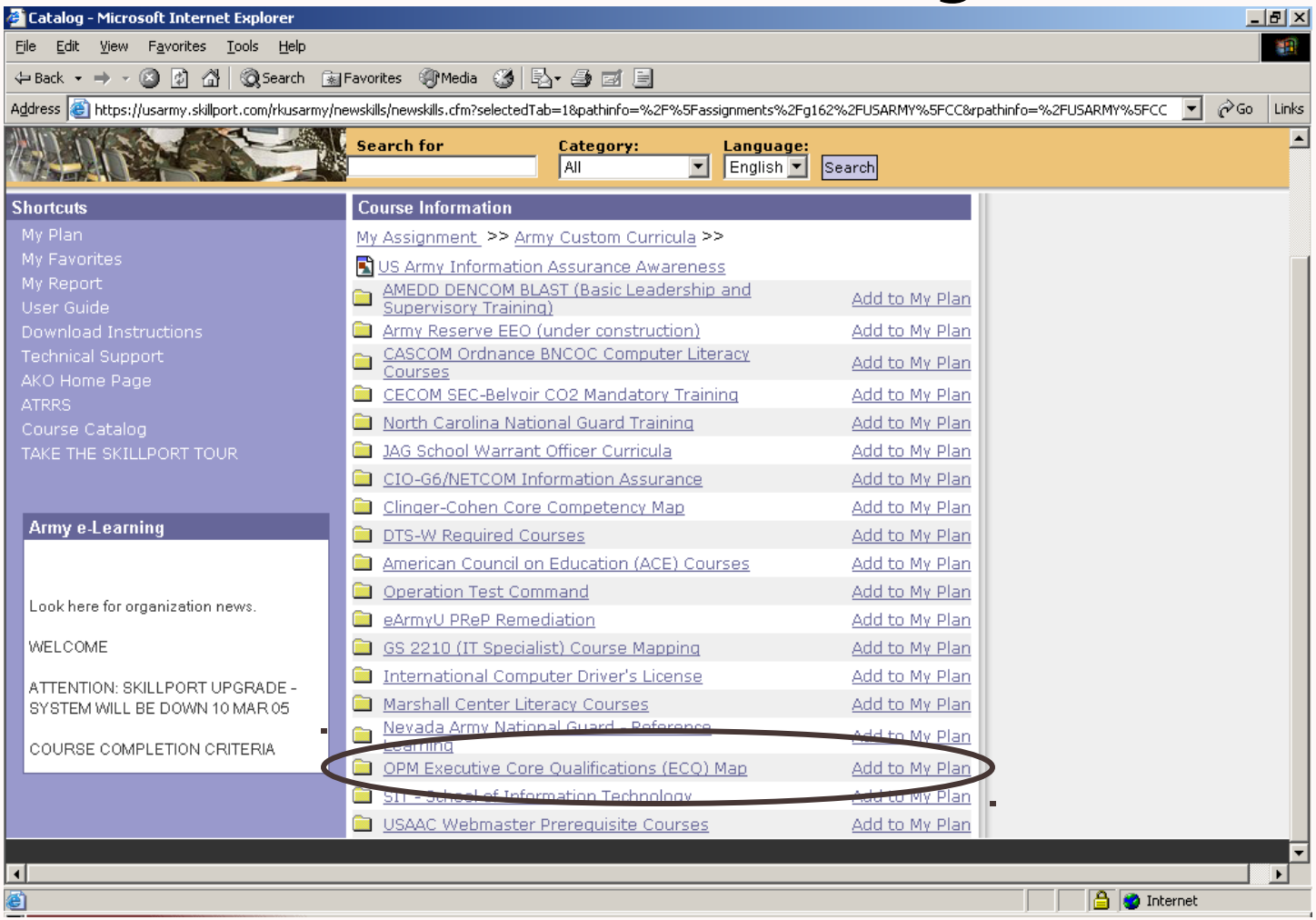
- Read books, articles, and professional publications.
- Take college courses.
- Volunteer for rotational assignments, cross-training, new tasks, or special projects.
- Participate in professional organizations.
- Take advantage of mentoring or coaching opportunities.
- Volunteer in your community.

SkillPort Training



- Logon to https://usarmy.skillport.com/ and
- Click on Course Catalog.
- Click on Army Custom Curricula.

SkillPort Training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US Army Information Assurance Awareness
AMEDD DENCOM BLAST (Basic Leadership and Supervisory Training) Add to My Plan
Army Reserve EEO (under construction) Add to My Plan
CASCOM Ordnance BNCOC Computer Literacy Courses Add to My Plan
CECOM SEC-Belvoir CO2 Mandatory Training Add to My Plan
North Carolina National Guard Training Add to My Plan
JAG School Warrant Officer Curricula Add to My Plan
CIO-G6/NETCOM Information Assurance Add to My Plan
Clinger-Cohen Core Competency Map Add to My Plan
DTS-W Required Courses Add to My Plan
American Council on Education (ACE) Courses Add to My Plan
Operation Test Command Add to My Plan
eArmyU PReP Remediation Add to My Plan
GS 2210 (IT Specialist) Course Mapping Add to My Plan
International Computer Driver's License Add to My Plan
Marshall Center Literacy Courses Add to My Plan
Nevada Army National Guard - Reference Learning Add to My Plan
OPM Executive Core Qualifications (ECQ) Map Add to My Plan
SIT - School of Information Technology Add to My Plan
USAAC Webmaster Prerequisite Courses Add to My Plan
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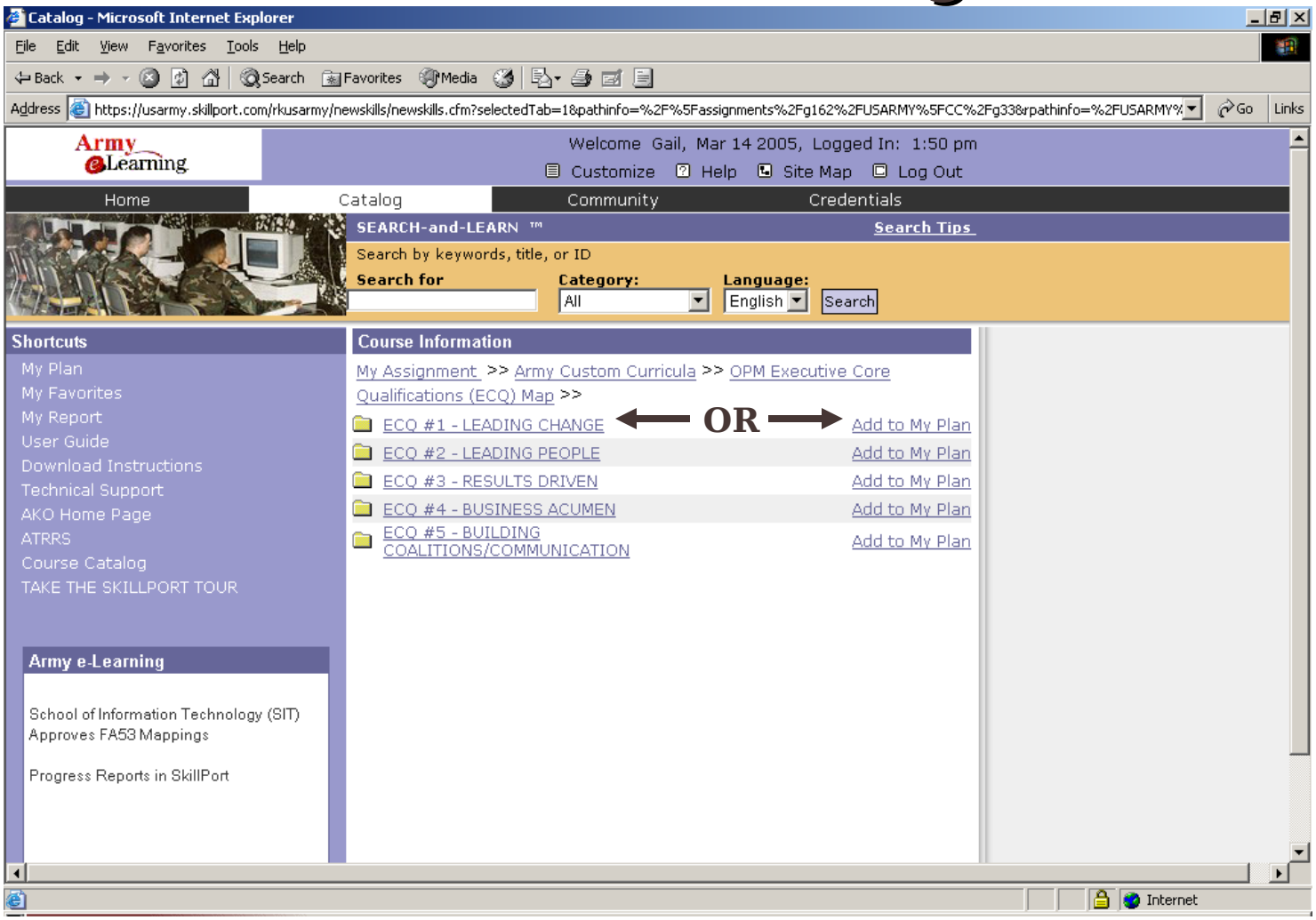
- Click on OPM Executive Core Qualifications (ECQ) Map

SkillPort Training



- Click on “Add to My Plan” or drill down to a specific competency by clicking on the ECQ.

Creating a plan

- Assess your needs.
- Investigate options.
- Make a plan.
- Implement the plan.
- Review and revise as necessary.

Competency-based interviews

- Designed to draw out experiences that demonstrate possession of the competencies.
- Emphasize leadership skills and abilities not technical/functional skills.

Preparing for a competency-based interview

- Review the job description.
- Think of examples that illustrate your leadership competencies.
- Focus on accomplishments.
- Be specific.
- Use “I” and action verbs.

Tell Your Story

- **Context:** Describe the climate or environment surrounding a situation, problem or goal.
- **Challenge:** Describe the specific problem or goal that relates to the ECQ being addressed.
- **Actions:** Describe the specific actions **you** took to address the challenge.
- **Results:** Give specific examples of the results of **your** actions.

Conducting a competency-based interview

- Ask situational questions to see if the applicant possesses leadership competencies.
  - “Tell me about…”
  - “Describe a time when…”
  - “What do you do when…”
  - “What would you do if…”
- Look for:
  - A description of the situation or task
  - The action taken
  - The result or outcome

Resources

- More information on leader development and Army sponsored leadership training - http://www.per.hqusareur.army.mil/cpd/.
- More information on ECQs and Leadership Competencies - http://www.opm.gov/ses/define.asp
- More information on training classes offered in Europe - http://www.chra.eur.army.mil/. Click on Training and Development.
- SkillPort eLearning - https://usarmy.skillport.com/
- Army Civilian Personnel Online – http://cpol.army.mil/library/train/
- Center for Creative Leadership – http://www.ccl.org

QUESTIONS?